FACULTY SENATE RESOLUTIONS

1977-78 Session

RESOLUTIONS 1977-78 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
77/1	4/8/77	A Resolution to Establish an Office of Alumni Relations and Development and an Alumni Association in each Degree-Granting School, College, or Division	Adopted as amended	Implemented by President Elliott - August 15, 1977
77/2	4/8/77	A Resolution to Preserve Records of Senate Committees	Adopted as amended	Implemented by President Elliott - August 15, 1977
77/3	5/6/77	A Resolution to Amend The George Washington's Policy on Academic Dishonesty	Adopted, as amended	Implemented by President Elliott - August 15, 1977
77/4	5/6/77	A Resolution on Public Use of the University Library	Adopted	Implemented by President Elliott - August 15, 1977
77/5*	5/6/77	A Resolution to Promote Faculty Productivity*	Recommitted	Recommitted to Fiscal Planning and Budgeting Committee for reintroduction at October 14, 1977, Senate meeting. Postponed to November 11th Senate Meeting.
77/6	5/6/77	A Resolution to Place ~~Certain~~ Restrictions on the ~~Awarding of Tenure Status~~ Number of Regular Faculty Positions	Adopted, as amended	Implemented by President Elliott - August 15, 1977
77/7	10/14/77	A Resolution Concerning Amendments to the Grievance Procedures for Students Alleging Discrimination	Adopted, as amended	Implemented by President Elliott - October 3, 1978
77/8	11/11/77	A Resolution to Endorse the Student-Faculty Evaluation	Adopted, as amended	Implemented by President Elliott - October 3, 1978
(*77/5)	11/11/77	(Substitute)Resolution to Promote Faculty Development and Departmental Effectiveness	Recommitted as amended	Substitute Resolution 77/5, as amended, and original Resolution 77/5 (see above) recommitted to Executive Committee
77/9	12/9/77	A Resolution to Commend The George Washington University Women's Volleyball Team	Adopted	Copy presented to the Coach of the Women's Volleyball Team
77/10	12/9/77	A Resolution To Commend The George Washington University Soccer Team	Adopted	Copy presented to the Coach of the University Soccer Team

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77/1	4/8/77	A Resolution to Establish an Office of Alumni Relations and Development and an Alumni Association in each Degree-Granting School, College, or Division	Adopted as amended	Implemented by President Elliott - August 15, 1977
77/2	4/8/77	A Resolution to Preserve Records of Senate Committees	Adopted as amended	Implemented by President Elliott - August 15, 1977
77/3	3/8/77	A Resolution to Amend the George Washington Policy on Academic Dishonesty	Adopted, as amended	Implemented by President Elliott - August 15, 1977
77/4	4/4/77	A Resolution on Public Use of the University Mall	Adopted	Implemented by President Elliott - August 15, 1977
77/5*	3/8/77	A Resolution to Promote Faculty Productivity*	Recommitted	Recommitted to Planning, Development and Resources Committee for reintroduction at October 28, 1977 Faculty Meeting. Postponed to November 11th Senate Meeting.
77/6	3/8/77	A Resolution to Place Graduate Dissertations on the Ivy-Ring-of-Seven-Stones-Ribbon Division of Graduate Studies Bulletin Board	Implemented by President Elliott - August 15, 1977	
77/7	12/14/77	A Resolution Concerning Amendments to the Grievance Procedures for Students Alleging Discrimination	Adopted, as amended	Implemented by President Elliott - October 3, 1978
77/8	11/11/77	A Resolution to Endorse the Student-Faculty Evaluation	Adopted, as amended	Implemented by President Elliott - October 3, 1978
(*77/5)	11/11/77	(Substitute)Resolution to Promote Faculty Development and Departmental Effectiveness	Recommitted as amended	Substitute Resolution 77/5, as amended, and original Resolution 77/5 (see above) recommitted to Executive Committee
77/9	12/9/77	A Resolution to Congratulate the George Washington University Women's Volleyball Team	Adopted	Congratulations to the Coach of the Women's Volleyball Team
77/10	12/9/77	A Resolution to Congratulate the George Washington University Soccer Team	Adopted	Congratulations to the Coach of the University Soccer Team

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RESOLUTIONS 1977-78 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
77/11	1/20/78 & 1/27/78	A Resolution Respecting Faculty Tenure	Adopted	Implemented by President Elliott - October 3, 1978
77/12	1/20/78 & 1/27/78	A Resolution Respecting Limited Service Active Status Faculty	Adopted, as amended	Implemented by President Elliott - October 3, 1978 (Requests now being studied by appropriate academic officers of the University.)
77/13	2/10/78	A Resolution of Appreciation	Adopted	Presented to Professor John A. Morgan, Jr., Chairman of the Executive Committee of the Faculty Senate

THE
GEORGE
WASHINGTON
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 676-6500

August 15, 1977

MEMORANDUM TO: Faculty Senate

FROM: Lloyd H. Elliott

SUBJECT: Status of Resolutions 77/1 - 77/6

77/1 A Resolution to Establish an Office of Alumni Relations and Development and an Alumni Association in each Degree-granting School, College or Division.

ACTION: Approved with minor modifications so as to permit different kinds of organizations which individual Schools and Colleges may desire. Now under consideration where such offices have not already been established.

77/2 A Resolution to Preserve Records of Senate Committees.

ACTION: Approved.

77/3 A Resolution to Amend The George Washington University's Policy on Academic Dishonesty.

ACTION: Approved.

77/4 A Resolution on Public Use of the University Library.

ACTION: Approved. To be implemented as circumstances permit but under the direction of the librarians.

77/5 A Resolution to Promote Faculty Productivity.

ACTION: Recommitted.

77/6 A Resolution to Place Restrictions on the Number of Regular Faculty Positions.

ACTION: Approved. Deans and faculties of respective Schools and Colleges now being requested to establish standing committees as resolution provides. Copy of memorandum to Deans enclosed.

THE
GEORGE
WASHINGTON
UNIVERSITY

*Washington, D.C. 20052 / **Office of the President** / (202) 676-6500*

October 3, 1978

MEMORANDUM TO: Professor Reuben Wood, Chairman
Faculty Senate Executive Committee

FROM: Lloyd H. Elliott *Lloyd H. Elliott*

SUBJECT: Status of Resolutions 77/7 - 77/12

77/7 A Resolution Concerning Amendments to the Grievance Procedures for Students Alleging Discrimination.

ACTION: Approved.

77/8 A Resolution to Endorse the Student-Faculty Evaluation.

ACTION: Approved.

77/9 A Resolution to Commend The George Washington University Women's Volleyball Team.

ACTION: No action required.

77/10 A Resolution To Commend The George Washington University Soccer Team.

ACTION: No Action required.

77/11 A Resolution Respecting Faculty Tenure.

ACTION: Approved.

77/12 A Resolution Respecting Limited Service Active Status Faculty.

ACTION: Approved. Requests now being studied by appropriate academic officers of the University.

A RESOLUTION TO ESTABLISH AN OFFICE OF ALUMNI RELATIONS AND DEVELOPMENT AND AN ALUMNI ASSOCIATION IN EACH DEGREE-GRANTING SCHOOL, COLLEGE, OR DIVISION (77/1)

WHEREAS, a university requires a great amount of human and physical resources; and

WHEREAS, the acquisition of such resources can be enhanced through the participation of faculty, students, and alumni;

THEREFORE, BE IT RESOLVED by the Faculty Senate of The George Washington University, that the dean of each degree-granting school, college, or division in the University develop appropriate structures to enhance alumni relations and development with the objective of working with the Development Office and the General Alumni Office in the University's student recruitment, cultivation of alumni and other friends, and fund-raising programs; and

That each degree-granting school, college, or division establish an Alumni Association to function in coordination with the General Alumni Office of the University.

Committee on University Development and Resources
February 25, 1977

Adopted, as amended, April 8, 1977

A RESOLUTION TO ESTABLISH AN OFFICE OF ALUMNI RELATIONS AND DEVELOPMENT AND AN ALUMNI ASSOCIATION IN EACH DEGREE-GRANTING SCHOOL, COLLEGE, OR DIVISION (77/1)

WHEREAS, a university requires a great amount of human and physical resources; and

WHEREAS, the acquisition of such resources can be enhanced through the participation of faculty, students, and alumni; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the dean of each degree-granting school, college, or division in the University develop appropriate structures to enhance alumni relations and development ~~That each degree-granting school, college, or division in the University establish an Office of Alumni Relations and Development~~ with the objective of working with the Development Office and the General Alumni Office in the University's student recruitment, cultivation of alumni and other friends, and fund-raising programs; and

That each degree-granting school, college, or division establish an Alumni Association to function in coordination with the General Alumni Office of the University.

Committee on University Development and Resources
February 25, 1977

Adopted, as amended, April 8, 1977

A RESOLUTION TO PRESERVE RECORDS OF SENATE COMMITTEES (77/2)

WHEREAS, uniform procedures to provide access to the previous records and correspondence of Senate committees will serve to facilitate the present and future tasks of those committees; and

WHEREAS, such procedures will also serve to retain a record of the University's institutional history; and

WHEREAS, no systematic procedures presently exist either to provide access to or to retain such records and correspondence;

THEREFORE, BE IT RESOLVED by the Faculty Senate of The George Washington University, that the Chairman of the Executive Committee shall, at the last meeting of each session, call upon the retiring committee chairmen to convey the "live" records and correspondence of their committees to their successors, and to deposit with the Special Collections Curator of the University Library, without restriction to access unless specifically stipulated, such other records and correspondence as shall, in the opinion of the retiring chairmen, no longer relate to their committees' undertakings. In either instance, however, retiring chairmen in consultation with the Executive Committee, may retain documents considered personal and will dispose of documents considered to be confidential.

Executive Committee of the Faculty Senate
March 25, 1977

Adopted, as amended, April 8, 1977

A RESOLUTION TO PRESERVE RECORDS OF SENATE COMMITTEES (77/2)

WHEREAS, uniform procedures to provide access to the previous records and correspondence of Senate committees will serve to facilitate the present and future tasks of those committees; and

WHEREAS, such procedures will also serve to retain a record of the University's institutional history; and

WHEREAS, no systematic procedures presently exist either to provide access to or to retain such records and correspondence; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Chairman of the Executive Committee shall, at the last meeting of each session, call upon retiring committee chairmen to ~~confide~~ convey the "live" records and correspondence of their committees to their successors, and to deposit with the Special Collections Curator of the University Library, without restriction to access unless specifically stipulated, such other records and correspondence as shall, in the opinion of the retiring chairmen, no longer relate to their committees' undertakings. In either instance, however, retiring chairmen ~~may retain documents which they consider to be personal, and shall consult with the Executive Committee as to the disposition of documents which they consider to be~~ in consultation with the Executive Committee, may retain documents considered personal and will dispose of documents considered to be confidential.

Executive Committee of the Faculty Senate
March 25, 1977

Adopted, as amended, April 8, 1977

See Res. 77/7

A RESOLUTION TO AMEND THE GEORGE WASHINGTON UNIVERSITY'S POLICY ON ACADEMIC DISHONESTY (77/3)

Be it hereby resolved by the Faculty Senate of The George Washington University that the current Policy on Academic Dishonesty be amended as follows:*

1. change to: "departmental chairperson".

~~2. delete "or more"~~.

3. delete (a) and(b) and substitute:
~~a) first offense: either~~ (1) a zero for the work project; ~~or~~ (2) a grade of "F - Academic Dishonesty" for the course or other academic requirement, the notation "Academic Dishonesty" to be expunged two years after imposition of the penalty or upon graduation, whichever occurs first;
~~b) second offense:~~ (3) a grade of "F - Academic Dishonesty" for the course or other academic requirement, with the notation remaining on the permanent record; and
~~c) third offense:~~ (4) expulsion of the student from the University with the notation of "Academic Dishonesty".

A record of the academic dishonesty offense shall be kept in the office of the Dean in the appropriate school or division. ~~so that second and third offenses may be identified. Such a record shall be maintained until the student's formal affiliation with the University is severed.~~

~~4. delete "or more".~~

~~5. remove "(s)"~~.

~~6. change to "sanction is"~~.

~~7. change to "sanction is"~~.

8. Add to paragraph:
For other academic requirements (e.g. theses, comprehensive examinations, etc.), no sanctions shall go into effect until the completion of all appeals that are to be undertaken.

9. Change "Departmental" to "Supplemental".

10. Add to paragraph:
Different schools and divisions are also free to develop supplemental guidelines in conformity with this University policy.

11. Insert the words "to all colleges and divisions" after the word "students" in the 4th Line, 1st Par. of Page 1 of the Policy on Academic Dishonesty.

* the numbers correspond to the numbers on the original document, in which the changed portions are underlined.

Joint Committee of Faculty and Students
March 25, 1977
Adopted, as amended, May 6, 1977

THE GEORGE WASHINGTON UNIVERSITY

UNIVERSITY POLICY ON ACADEMIC DISHONESTY

The University community in order to fulfill its purposes must establish and maintain guidelines of academic behavior. Although all members of the community are expected to exhibit honesty and competence in their academic work, incoming students (1) to all colleges and divisions have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking examinations.

To insure that such procedures are known, instructors of basic survey courses must provide their students with information sheets setting forth those procedures and giving examples of plagiarism and other acts of academic dishonesty.

Members of the community will, thereafter, be presumed to be familiar with the proper academic procedures and held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Failure to observe these procedures by reason of ignorance or inadvertence constitutes academic incompetence. Faculty members must decide whether a student's noncompliance is an act of dishonesty or an act of incompetence. Although incompetence may be dealt with in the normal evaluative manner, acts of academic dishonesty are a legal, moral, and intellectual offense against the community and cannot be tolerated.

All members of the community, students and faculty members alike, have a responsibility to prevent acts of academic dishonesty, or, if they have occurred, to note and act upon them and to keep them from recurring. Some examples of academically dishonest behavior include:

1. Plagiarism.

2. Copying from another student's examination.

3. Submitting work that was prepared in advance for an in-class examination.

4. Representing purchased material as one's own work.

The remainder of this statement aims SOLELY at informing students of their rights and responsibilities with respect to academic dishonesty. The procedures outlined below apply to cases of academic dishonesty only, and not to cases of academic incompetence.

Procedures

When faculty members discover or have brought to their attention instances of apparent academic dishonesty, they must, upon consultation with their (1) Department ~~Chairman~~ Dean, act to invoke against the alleged offender one (2) ~~or more~~ of the following sanctions: [See Resolution 77/3 for sanctions]

(3) ~~(a) Give a grade of "F -- Academic Dishonesty" for the course;~~

~~(b) Act to suspend or expel the student from the University.~~

In all cases where a faculty member imposes, or seeks to impose, one ~~or~~ (4) more of the aforementioned sanctions, he must present the student with a completed copy of the attached form, entitled "Charge of Academic Dishonesty," in which he sets forth the nature of the charge(s) and the nature of the (5) sanction(s).

The faculty member shall also send a copy of this form to the dean of the school in which the student is registered. The case shall be adjudicated in that school.

The faculty member shall also inform the student of the availability at the Dean's office of copies of this "Statement of University Policy on Academic Dishonesty" and of the "Statement of Student Rights and Responsibilities."

(1) If the faculty member, the student, and the dean all agree that the charge(s) are accurate and that the (6) sanction(s) are appropriate, the fact of this agreement shall be noted by the signatures of all three parties on the copy of the form which shall be deposited with the dean; and the sanction shall be imposed.

(2) If any of the parties -- the student, the professor, or the dean -- believes that the charge(s) are not accurate or that the (7) sanction(s) are not appropriate, the non-concurring party or parties may appeal to the Dean's Council (or its divisional equivalent) and, upon further non-concurrence, to the Board of Trustees, through the Office of the Vice President for Academic Affairs.

Safeguards during Procedure:

Appeals to the Dean's Council or to the Board of Trustees shall be conducted in accordance with Section V.B. of the "Statement of Student Rights and Responsibilities."

Should the student be found innocent of the charges, all records of the charges (and the proceedings) shall be destroyed.

Should appeal procedures not be completed before the "due date" for semester grades, the faculty member shall record the grade of "I" for the student until the charges have been finally adjudicated. (3) See Res. 77/3

(9) ~~Departmental~~ Supplemental Guidelines

All department chairmen are held responsible for their faculty members' knowledge of and application of the foregoing statement. Chairmen are also required to develop and to publicize to their students and faculty a set of departmental guidelines for academic competence and honesty appropriate to their discipline. (10) See Res. 77/3

THE GEORGE WASHINGTON UNIVERSITY

CHARGE OF ACADEMIC DISHONESTY

DATE: _____

TO: _____
(name of student)

You are charged with _____
(type of academic dishonesty)

for the work product titled _____

date work was submitted _____

for the following class _____
(title of class--department and course number)

Sanction: _____

Witnesses (if any): _____

_____

_____

_____

Attached to this complaint is: The George Washington University Policy on Academic Dishonesty, and the Statement of Student Rights and Responsibilities.

It is urged that you read and become familiar with these documents. If you wish clarification of the procedures for handling this charge, see your Dean.

You are advised that you have a right to be represented in any proceedings pursuant to this complaint.

A copy of this complaint will be filed with the Dean of the school in which you are registered.

Signed _____
(Professor)

A RESOLUTION ON PUBLIC USE OF THE UNIVERSITY LIBRARY (77/4)

WHEREAS, the University seeks to make its facilities accessible to the neighboring public within the constraints imposed by its primary responsibility to students, faculty, and staff; and

WHEREAS, the University Library can be made more accessible to the public during the summer months when its use by the University community is at a low level,

THEREFORE, BE IT RESOLVED that the Faculty Senate of The George Washington University support the proposal of the University Librarian to allow the circulation of books not on reserve nor in heavy demand by students to card-carrying members of the West End and Foggy Bottom Citizens Associations during the summer sessions beginning in May and ending in August of each year. Such loans would be made on the same basis as those to students and would carry the same penalties for delinquency or loss.

Committee on University and Urban Affairs
March 25, 1977

Adopted May 6, 1977

Final printed copy w/amendments incorporated.

A RESOLUTION TO AMEND THE GEORGE WASHINGTON UNIVERSITY'S POLICY ON ACADEMIC DISHONESTY (77/3)

BE IT HEREBY RESOLVED by the Faculty Senate of The George Washington University that the current Policy on Academic Dishonesty be amended as follows:

The University community in order to fulfill its purposes must establish and maintain guidelines of academic behavior. Although all members of the community are expected to exhibit honesty and competence in their academic work, incoming students to all colleges and divisions have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers and taking examinations.

To insure that such procudures are known, instructors of basic survey courses must provide their students with information sheets setting forth those procedures and giving examples of plagiarism and other acts of academic dishonesty.

Members of the community will, thereafter, be presumed to be familiar with the proper academic procedures and held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Failure to observe these procedures by reason of ignorance or inadvertence constitutes academic incompetence. Faculty members must decide whether a student's noncompliance is an act of dishonesty or an act of incompetence. Although incompetence may be dealt with in the normal evaluative manner, acts of academic dishonesty are a legal, moral and intellectual offense against the community and cannot be tolerated.

All members of the community, students and faculty members alike, have a responsibility to prevent acts of academic dishonesty, or, if they have occurred, to note and act upon them and to keep them from recurring. Some examples of academically dishonest behavior include:

1. Plagiarism.

2. Copying from another student's examination.

3. Submitting work that was prepared in advance for an in-class examination.

4. Representing purchased material as one's own work.

The remainder of this statement aims SOLELY at informing students of their rights and responsibilities with respect to academic dishonesty. The procedures outlined below apply to cases of academic dishonesty only, and not to cases of academic incompetence.

Procedures

When faculty members discover or have brought to their attention instances of apparent academic dishonesty, they must, upon consultation with their departmental chairperson, act to invoke against the alleged offender one or more of the following sanctions:

(a) A zero for the work product.

(b) A grade of "F-Academic Dishonesty" for the course or other academic requirement, the notation, "Academic Dishonesty," to be expunged two years after imposition of the penalty, or upon graduation, whichever occurs first.

(c) A grade of "F-Academic Dishonesty" for the course or other academic requirement, with the notation remaining on the permanent record.

(d) Expulsion of the student from the University with the notation of "Academic Dishonesty."

A record of the academic dishonesty offense shall be kept in the office of the dean in the appropriate school or division.

In all cases where a faculty member imposes, or seeks to impose, one or more of the aforementioned sanctions, he must present the student with a completed copy of the attached form, entitled "Charge of Academic Dishonesty," in which he sets forth the nature of the charge(s) and the nature of the sanction(s).

The faculty member shall also send a copy of this form to the dean of the school in which the student is registered. The case shall be adjudicated in that school.

The faculty member shall also inform the student of the availability at the dean's office of copies of this "Statement of University Policy on Academic Dishonesty" and of the "Statement of Student Rights and Responsibilities."

1) If the faculty member, the student, and the dean all agree that the charge(s) are accurate and that the

sanction(s) are appropriate, the fact of this agreement shall be noted by the signatures of all three parties on the copy of the form which shall be deposited with the dean; and the sanction shall be imposed.

2) If any of the parties -- the student, the professor, or the dean -- believes that the charge(s) are not accurate or that the sanction(s) are not appropriate, the non-concurring party or parties may appeal to the Dean's Council (or its divisional equivalent) and, upon further non-concurrence, to the Board of Trustees, through the Office of the Vice President for Academic Affairs.

Safeguards during Procedure

Appeals to the Dean's Council or to the Board of Trustees shall be conducted in accordance with Section V.B. of the "Statement of Student Rights and Responsibilities."

Should the student be found innocent of the charges, all records of the charges (and the proceedings) shall be destroyed.

Should appeal procedures not be completed before the "due date" for the semester grades, the faculty member shall record the grade of "I" for the student until the charges have been finally adjudicated. For other academic requirements (e.g. theses, comprehensive examinations, etc.), no sanctions shall go into effect until the completion of all appeals that are to be undertaken.

Supplemental Guidelines

All departmental chairpersons are held responsible for their faculty members' knowledge of and application of the foregoing statement. Chairpersons are also required to develop and to publicize to their students and faculty a set of departmental guidelines for academic competence and honesty appropriate to their discipline. Different schools and divisions are also free to develop supplemental guidelines in conformity with this University policy.

Joint Committee of Faculty & Students
March 25, 1977

Adopted, as amended, May 6, 1977

THE GEORGE WASHINGTON UNIVERSITY

CHARGE OF ACADEMIC DISHONESTY

DATE: _____

TO: _____
(name of student)

You are charged with _____
(type of academic dishonesty)

for the work product titled _____

date work was submitted _____

for the following class _____
(title of class--department and course number)

Sanction: _____

Witnesses (if any): _____

_____

_____

_____

Attached to this complaint is: The George Washington University Policy on Academic Dishonesty, and the Statement of Student Rights and Responsibilities.

It is urged that you read and become familiar with these documents. If you wish clarification of the procedures for handling this charge, see your Dean.

You are advised that you have a right to be represented in any proceedings pursuant to this complaint.

A copy of this complaint will be filed with the Dean of the school in which you are registered.

Signed _____
(Professor)

A RESOLUTION ON PUBLIC USE OF THE UNIVERSITY LIBRARY (77/4)

WHEREAS the University seeks to make its facilities accessible to the neighboring public within the constraints imposed by its primary responsibility to students, faculty, and staff; and

WHEREAS the University Library can be made more accessible to the public during the summer months when its use by the University community is at a low level,

THEREFORE BE IT RESOLVED THAT THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY support the proposal of the University Librarian to allow the circulation of books not on reserve nor in heavy demand by students to card-carrying members of the West End and Foggy Bottom Citizens Associations during the summer sessions beginning in May and ending in August of each year. Such loans would be made on the same basis as those to students and would carry the same penalties for delinquency or loss.

Robert G. Jones

Robert G. Jones, Chairman
Committee on University and
Urban Affairs

March 25, 1977

Adopted May 6, 1977

A RESOLUTION TO PROMOTE FACULTY PRODUCTIVITY (77/5) See substitute resolution (following)

WHEREAS, attainment and maintenance of high levels of faculty productivity are essential to the financial well-being of the University; and

WHEREAS, at present, no effective means exist for evaluating and promoting high faculty productivity; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the University Administration be requested to take steps, working with the Fiscal Planning and Budgeting Committee of the Faculty Senate, to put into effect the "Recommendations" contained in Sections "a" through "e" of Paragraph 2, Findings and Recommendations, of the Summary of the Final Report of the Productivity Subcommittee of the Committee on Fiscal Planning and Budgeting.

Fiscal Planning and Budgeting Committee
April 1, 1977

Recommitted May 6, 1977, to Fiscal Planning and Budgeting Committee for reintroduction at October 14, 1977, Faculty Senate meeting.

Postponed September 9, 1977, to November 11, 1977, Faculty Senate meeting.

Recommitted with substitute resolution, as amended, to Executive Committee November 11, 1977

Corrected version (11/11/77) October 27, 1977
and amended version (see 1st page of report - Senate action 11/11/77)

A substitute resolution to promote faculty professional development and departmental effectiveness, offered to replace resolution 77/5, recommitted by the Faculty Senate, May 6, 1977, for reintroduction during the Fall Term, 1977.

A RESOLUTION TO PROMOTE FACULTY AND INSTITUTIONAL ACHIEVEMENT

Whereas, the Faculty Senate has recorded its resolve to seek the strengthening of the process of the institutional goal and objectives setting; and

Whereas, attainment and maintenance of high levels of college, department and faculty achievement are essential to the academic reputation and financial well-being of the university; and

Whereas, at present, no effective means exist for objectively evaluating, reviewing and promoting high institutional achievement levels; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the University Administration be requested to take steps, working with the Fiscal Planning and Budgeting Committee of the Faculty Senate, to put into effect the "Recommendations" contained in Sections "a" through "e" of Paragraph 2, Findings and Recommendations, Revised, of the Summary of the Final Report, Revised, of the Productivity Subcommittee of the Committee on Fiscal Planning and Budgeting.

Fiscal Planning and Budgeting Committee
October 27, 1977

Recommitted, as amended, to Executive Committee
November 11, 1977

[Corrected copy - Nov. 11, 1977]

October 27, 1977

SUMMARY OF THE REVISED FINAL REPORT OF THE PRODUCTIVITY SUBCOMMITTEE OF THE COMMITTEE ON FISCAL PLANNING AND BUDGET

1. The Subcommittee was asked to study the general question, "How may the university effectively evaluate and strengthen the professional and academic achievements of the institution, its colleges, schools, departments and faculties?" The Subcommittee, after extensive consultation and interviewing, concluded that the most critical deficiency in present efforts to develop and maintain high standards of professional and academic achievement is the lack of clearly stated goals and expectations. This is true at each level, from that of the whole institution through academic divisions to the level of the individual faculty member. Thus, the Subcommittee came to a similar conclusion to that of the Faculty Senate when it adopted January 21, 1977, a Resolution urging the development of goals and objectives for the University. The Subcommittee presents below a summary of its findings and recommendations, as revised from those presented earlier on the basis of further consultations with faculty and Faculty Senate Committees of related jurisdiction and interest. (Note 1)

2. Findings and Recommendations, Revised (Note 2)

a. Deans, directors, chairpersons and individual faculty members presently find it difficult to evaluate their relative achievement, since objectives and standards of performance are not readily available.

Recommendation: That the Office of Academic Affairs and the Faculty Senate Committee on Appointment, Salary and Promotion Policies jointly develop and publish general standards for the performance of deans and chairpersons. ~~and faculty, and that more specific objectives and standards be developed for individual departments and classes of departments by consultation among the faculty, departmental chairpersons, appropriate college officers and Deans and the Office of Academic Affairs.~~ Further, that all departments which have not already done so be urged to develop specific standards for faculty performance.

Nick amendment adopted by Senate Nov. 11, 1977

b. Even when generalized goals for the achievement of objectives have been undertaken in the past, a systematic method of reviewing progress toward these goals has not been developed.

Recommendation: That reports of progress toward the achievement of objectives be incorporated in the annual reporting cycle and that the projection of goals of achievement form one part of the planning requirements of the academic and professional units of the university, such planning to include an annual planning statement and an annual achievement self-assessment.

Note 1. The following words were omitted in the Agenda copy, "academic achievement is the lack of clearly state goals and".
Note 2. The word "Revised" was omitted.

b. (continued)

Recommendation: Budget justifications on an annual basis should be resumed.

c. Planning for the future, particularly at the departmental level, tends to presently consist of only near-term planning, and is largely responsive to only short-term pressures and contingencies.

Recommendation: That annual statements of explicit expectations and assumptions as to the future be required of each college, department or other academic or professional unit, and that these be reviewed by the Office for Academic Affairs for their consistency with university wide planning.

d. Presently, deans, directors and chairpersons have only limited incentives to recognize and reward exceptional individual achievement, limited preparation for and continuing assistance in the performance of managerial and administrative functions, and limited guidance and incentives for planning beyond the near-term.

Recommendation: That the following steps be taken to make the deans, directors and chairpersons a more significant factor in assisting individual and corporate faculty development within the context of institutional objectives:

i) Evaluate the broad achievements of each college, school and department when a new dean, director or chairperson takes office, and set realistic goals for academic and professional achievements for the future; (Note 3.)

ii) Give the new dean, director or chairperson a systematic orientation to the duties of the office, both managerial and academic, and review with the person how university goals relate to the unit's performance, including a charge to the person as to his/her responsibilities to the larger units of university organization and faculty, such orientation to be the responsibility of the Office of Academic Affairs;

iii) Give the deans, directors and chairpersons such budgetary discretion as is necessary to make a meaningful difference to the units and individuals within the administrative units as a means of recognizing and rewarding exceptional faculty achivement; (Note 4)

iv) Give the dean, director or chairperson sufficient security in the position, prestige, salary recognition and other incentives to encourage him/her to take on the difficult work of counselling and directing colleagues toward appropriate levels of achievement and professional development; and

Note 3. Subsection d.i was omitted.
Note 4. The word rewarding was mistyped as regarding and the phrase "and individuals within the administrative units" was omitted.

v) Incorporate specific measures of the collective college, school or department professional performance (note 5) in the periodic reporting required of deans, directors and chairpersons.

e. Recommendation: That advantage be taken of the data collected and analyzed by the office of the Vice President for Academic Affairs and by the Budget Office to maintain a continuing review of the progress of the various university units toward the academic and professional achievement objectives that have been set.

Joseph A. Greenberg
Richard A. Kenney
Robert E. Park

Note 5. The editorial notation "restore" was typed into the text instead of the word "performance".

9 March 1977

SUMMARY OF THE FINAL REPORT OF THE PRODUCTIVITY SUBCOMMITTEE OF THE COMMITTEE ON FISCAL PLANNING AND BUDGET

1. The Subcommittee began its study in the fall of 1975, pursuing the general question, "How may the university and its departments evaluate and improve the professional productivity of the faculty?" The original idea was to prepare a model procedure for conducting an evaluation of a department's productivity, to be called an "academic audit," and to test the procedure on several departments. As the study progressed, the original plan was changed from its goal of an audit format to a goal of A) designing a questionnaire that would improve the data base for evaluating departmental productivity; B) identifying the existing policies and practices that appear to impede or disserve improvements in professional productivity; and C) making recommendations toward improved departmental self-study and university wide productivity standards. The questionnaire was submitted to 8 departments of Columbian College and meetings to discuss the questionnaire were held with the Chairmen. The completed questionnaires, items which emerged in discussion and information made available by the Budget Office provided the data base upon which the findings and recommendations are made.

2. <u>Findings and Recommendations</u>

a. Chairpersons and individual faculty members presently find it difficult to evaluate their relative productivity, since general standards are not readily available.

<u>Recommendation</u>: That clear performance objectives be enunciated at the university wide level, when possible, and that more specific objectives and standards be developed for individual departments and classes of departments by consultation between the Office for Academic Affairs, the appropriate college Dean, and the departmental chairperson.

b. Even when generalized goals of improving productivity have been undertaken in the past, a systematic method of reviewing these has not been developed.

<u>Recommendation</u>: That productivity objectives be incorporated in the annual reporting and planning requirements, including a requirement of an annual departmental planning statement and annual productivity self-assessment. Budget justification on an annual basis should be resumed.

c. Planning for the future, particularly at the departmental level, tends to be only near-term planning, and largely responsive to short-term pressures and contingencies.

Recommendation: That annual statements of explicit expectations and assumptions as to the future be required of each college and department, and that these be reviewed by the Office for Academic Affairs for their consistency with university wide planning.

d. Presently chairpersons have little incentive to emphasize productivity, little preparation for other than the most minimal managerial functions as chairpersons, and little incentive to plan beyond the near-term.

Recommendation: That the following steps be taken to make the chairpersons a significant factor in improving productivity:

i) Evaluate the productivity performance of the department when the chairperson takes office, and set realistic productivity standards for the future;

ii) Give the new chairperson an orientation course of one or two days on how to be an effective chairperson, and on how university goals relate to departmental performances;

iii) Give the chairpersons budgetary discretion sufficient to make a meaningful difference to faculty performances;

iv) Give the chairpersons sufficient security, prestige and other incentives to encourage them to take on the difficult and not always pleasant work of over-seeing colleagues' productivity; and

v) Incorporate specific productivity measures in the periodic reporting required of chairpersons.

e. Recommendation: That advantage be taken of the data collected and developed by the office of the Vice President for Academic Affairs and by the Budget Office to maintain a continuing survey of departmental and school activities and an evaluation of these activities against productivity objectives.

Robert E. Park
Richard A. Kenney
Joseph A. Greenberg
Members of the Subcommittee

Penny Collins,
Planning & Budgeting
Office

October 27, 1977

SUMMARY OF THE REVISED FINAL REPORT OF THE PRODUCTIVITY SUBCOMMITTEE OF THE COMMITTEE ON FISCAL PLANNING AND BUDGET

1. The Subcommittee was asked to study the general question, "How may the university effectively evaluate and strengthen the professional and academic achievements of the institution, its colleges, schools, departments and faculties?" The Subcommittee, after extensive consultation and interviewing, concluded that the most critical deficiency in present efforts to develop and maintain high standards of professional and expectations. This is true at each level, from that of the whole institution through academic divisions to the level of the individual faculty member. Thus, the Subcommittee came to a similar conclusion to that of the Faculty Senate, when it adopted January 21, 1977, a Resolution urging the development of goals and objectives for the University. The Subcommittee presents below a summary of its findings and recommendations, as revised from those presented earlier on the basis of further consultations with faculty and Faculty Senate Committees of related jurisdiction and interest.

2. Findings and Recommendations

a. Deans, directors, chairpersons and individual faculty members presently find it difficult to evaluate their relative achievement, since objectives and standards of performance are not readily available.

Recommendation: That the Office of Academic Affairs and the Faculty Senate Committee on Appointment, Salary and Promotion Policies jointly develop and publish general standards for the performance of deans, chairpersons and faculty, and that more specific objectives and standards be developed for individual departments and classes of departments by consultation among the faculty, departmental chairpersons, appropriate college officers and Deans and the Office of Academic Affairs.

b. Even when generalized goals for the achievement of objectives have been undertaken in the past, a systematic method of reviewing progress toward these goals has not been developed.

Recommendation: That reports of progress toward the achievement of objectives be incorporated in the annual reporting cycle and that the projection of goals of achievement form one part of the planning requirements of the academic and professional units of the university, such planning to include an annual planning statement and an annual achievement self-assessment.

b. (continued)

Recommendation: Budget justifications on an annual basis should be resumed.

c. Planning for the future, particularly at the departmental level, tends to presently consist of only near-term planning, and is largely responsive to only short-term pressures and contingencies.

Recommendation: That annual statements of explicit expectations and assumptions as to the future be required of each college, department or other academic or professional unit, and that these be reviewed by the Office for Academic Affairs for their consistency with university wide planning.

d. Presently, deans, directors and chairpersons have only limited incentives to recognize and reward exceptional individual achievement, limited preparation for and continuing assistance in the performance of managerial and administrative functions, and limited guidance and incentives for planning beyond the near-term.

Recommendation: That the following steps be taken to make the deans, directors and chairpersons a more significant factor in assisting individual and corporate faculty development within the context of institutional objectives:

ii) Give the new dean, director or chairperson a systematic orientation to the duties of the office, both managerial and academic, and review with the person how university goals relate to the unit's performance, including a charge to the person as to his/her responsibilities to the larger units of university organization and faculty, such orientation to be the responsibility of the Office of Academic Affairs;

iii) Give the deans, directors and chairpersons such budgetary discretion as is necessary to make a meaningful difference to the units as a means of recognizing and reqarding exceptional faculty achievement;

iv) Give the dean, director or chairperson sufficient security in the position, prestige, salary recognition and other incentives to encourage him/her to take on the difficult work of counselling and directing colleagues toward appropriate levels of achievement and professional development; and

v) Incorporate specific measures of the collective college, school or department professional restore in the periodic reporting required of deans, directors and chairpersons.

e. Recommendation: That advantage be taken of the data collected and analyzed by the office of the Vice President for Academic Affairs and by the Budget Office to maintain a continuing review of the progress of the various university units toward the academic and professional achievement objectives that have been set.

Joseph A. Greenberg
Richard A. Kenney
Robert E. Park

A RESOLUTION TO PLACE RESTRICTIONS ON THE
NUMBER OF REGULAR FACULTY POSITIONS
(77/6)

WHEREAS, the faculty can effectively contribute to the financial health of the University by advising the President and the involved Deans in matters of faculty resource needs;

NOW, THEREFORE BE IT RESOLVED by the Faculty Senate of The George Washington University:

1. That the President of the University, having received the advice of the faculty through the Senate Committee on Fiscal Planning and Budgeting, shall set limits on the number of regular faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year; and

2. That a standing committee elected by and from the regular faculty of each school or college shall advise the Dean of that school or college relative to a plan to achieve the limit set by the President, such plan to include numbers of regular faculty appointments for each division or department, as appropriate, and applicable times for achieving the limits; and

3. That this process shall be carried out annually, in conformance with the planning and budgeting cycles of the University and moving the effective date ahead one year each time; and

4. That the limits so set shall in no case be less than the number of regular faculty then serving, reduced by the number of scheduled retirements or terminations for the period in question.

Fiscal Planning and Budgeting Committee
April 15, 1977

Adopted, as amended, May 6, 1977

A RESOLUTION TO PLACE ~~CERTAIN~~ RESTRICTIONS
ON THE ~~AWARDING OF TENURE STATUS~~ (77/6)
NUMBER OF REGULAR FACULTY POSITIONS

~~WHEREAS, tenure is recognized as a safeguard of the academic freedom of the individual faculty member and indicates the University's commitment to scholarship; and~~

~~WHEREAS, the financial health of the University is of concern to the faculty and can, in fact, affect the entire concept of tenure; and~~

WHEREAS, the faculty can effectively contribute to the ~~maintenance both of tenure as a concept and of the~~ financial health of the University by advising the President and the involved Deans in matters of faculty resource needs; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the President of the University, having received the advice of the faculty through the Senate Committee on Fiscal Planning and Budgeting, shall set limits on the number of regular faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year; and

2. That a standing committee elected by and from the regular faculty of each school or college shall advise the Dean of that school or college ~~each school or college shall elect from its regular faculty a standing committee to advise each appropriate Dean~~ relative to a plan to achieve the limit set by the President, such plan to include numbers of regular faculty appointments for each division or department, as appropriate, and applicable times for achieving the limits; and

3. That this process shall be carried out annually, in conformance with the planning and budgeting cycles of the University and moving the effective date ahead one year each time; and

4. That the limits so set shall in no case be less than the number of regular faculty then serving, reduced by the number of scheduled retirements or terminations for the period in question.

Fiscal Planning and Budgeting Committee
April 15, 1977

Adopted, as amended, May 6, 1977

THE
GEORGE
WASHINGTON
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 676-6500

August 11, 1977

MEMORANDUM TO: Dean Holland
Dean Kramer
Dean Liebowitz
Dean Linton
Dean Sapin
Dean Solomon
Dean Tillman
Dean Vaill

Enclosed is a copy of resolution 77/6 which was adopted by the Faculty Senate on May 6, 1977, and which has been accepted effective with the 1977-78 academic year. The resolution recommends the placing of certain restrictions on the awarding of tenure status, and its implementation merits a high priority.

The first of the recommendations contained in the resolution involves establishing a limit for each school on the number of regular faculty positions which can be included in the budget for 1980-81. Note that this limit is on regular faculty positions, which I interpret to mean positions occupied by individuals who are tenured or in the tenure track, i.e. those in the rank of professor, associate professor, assistant professor or instructor. The limit does not apply to total faculty positions.

The Provost and the Director of Planning and Budgeting are formulating a proposal for my consideration setting forth what those limits should be. It is a certainty that they will not be in excess of the number of regular faculty positions budgeted in the current (1977-78) budget; in fact, it seems to me that the intent of the resolution is that the limits should be less than the number currently budgeted.

Your attention is directed specifically to the second paragraph of the resolution. Please arrange for the election of the standing committee referred to, and advise me by October 1, 1977 as to the membership of the committee. The initial report from this committee

should be made to you in time for it to be included, along with your recommendations, with the budget submission for your school in November.

In order that you and your respective committees will have a common point from which to proceed, there is attached a brief statement of some assumptions and criteria for planning purposes.

Sincerely,

Lloyd H. Elliott

cc: Provost Bright
Mr. Johnson
Professor Morgan, Chairman
Executive Committee of the Faculty Senate

A RESOLUTION TO PLACE RESTRICTIONS ON THE
NUMBER OF REGULAR FACULTY POSITIONS
(77/6)

WHEREAS, the faculty can effectively contribute to the financial health of the University by advising the President and the involved Deans in matters of faculty resource needs;

NOW, THEREFORE BE IT RESOLVED by the Faculty Senate of The George Washington University:

1. That the President of the University, having received the advice of the faculty through the Senate Committee on Fiscal Planning and Budgeting, shall set limits on the number of regular faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year; and

2. That a standing committee elected by and from the regular faculty of each school or college shall advise the Dean of that school or college relative to a plan to achieve the limit set by the President, such plan to include numbers of regular faculty appointments for each division or department, as appropriate, and applicable times for achieving the limits; and

3. That this process shall be carried out annually, in conformance with the planning and budgeting cycles of the University and moving the effective date ahead one year each time; and

4. That the limits so set shall in no case be less than the number of regular faculty then serving, reduced by the number of scheduled retirements or terminations for the period in question.

Fiscal Planning and Budgeting Committee
April 15, 1977

Adopted, as amended, May 6, 1977

A RESOLUTION CONCERNING AMENDMENTS TO THE GRIEVANCE PROCEDURES FOR STUDENTS ALLEGING DISCRIMINATION (77/7)

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate recommends the adoption of the following amendments to the Grievance Procedures for Students Alleging Discrimination:

1. In Section I, paragraph one, line four, and in Section I.B, line two: strike "or" before "national origin" and insert a comma and the words "or handicap" after "national origin."

2 In Section II.C, paragraph two, line three: insert after the comma the words "or if the academic or administrative department chairman wishes to disqualify himself/herself because of prior knowledge of the matter" and a comma.

3. In Section II.E.4, at the end of paragraph three: add the sentence "The Assistant Provost for Affirmative Action shall distribute copies of the Committee's findings to both parties.

4. In Section II.C, as the third paragraph, add the sentence:

   "If, because of prior knowledge of the matter, the Dean or Vice President wishes to disqualify himself/herself from performing any of the functions outlined in these grievance procedures, the matter will be referred to the President or Provost who shall designate another Dean or Vice President to perform one or more of the functions outlined in these procedures."

Executive Committee
September 30, 1977

Adopted, as amended, October 14, 1977

A RESOLUTION TO ENDORSE THE GWUSA ACADEMIC ~~STUDENT-FACULTY~~ EVALUATION EFFORTS (77/8)

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate of The George Washington University endorses in principle the academic evaluation efforts ~~Student Faculty Evaluation which is~~ to be conducted by the GWUSA during 1977/78, and urges the faculty to cooperate. ~~with this effort.~~

Professor Stefan O. Schiff, Co-Chairperson
of the Joint Committee of Faculty and Students,
on behalf of the Joint Committee of Faculty and
Students

October 25, 1977

Adopted, as amended, November 11, 1977

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate November 1, 1977

The Faculty Senate will meet Friday, November 11, 1977, at 2:10 p.m., in the Faculty Conference Room, Sixth Floor, Lisner Hall.

AGENDA

1. Call to order

2. Minutes of the regular meeting of October 14, 1977

3. Old Business:

   Reintroduction and further consideration of Resolution 77/5, "A RESOLUTION TO PROMOTE FACULTY PRODUCTIVITY," Professor Reuben E. Wood, Chairman, Fiscal Planning and Budgeting Committee

4. Resolutions:

   A RESOLUTION TO ENDORSE THE STUDENT-FACULTY EVALUATION (77/8), Professor Stefan O. Schiff, Co-Chairperson of the Joint Committee of Faculty and Students, on behalf of the Joint Committee of Faculty and Students (resolution attached)

5. Report on the status of the case of Nicholas Kyriakopoulos, Associate Professor, Department of Electrical Engineering and Computer Science

6. Brief Statements

7. Adjournment

Robert Gebhardtsbauer
Secretary

A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY
WOMEN'S VOLLEYBALL TEAM (77/9)

WHEREAS, The George Washington University Women's Volleyball Team recently completed a highly successful season; and

WHEREAS, the volleyball players distinguished themselves and their University by advancing to the finals of the Eastern Regional Small College Volleyball Tournament; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate offers its congratulations and best wishes for the future to the players, to Coach ~~Maurine~~ Maureen Frederick, and to Assistant Coach Michele Nachman.

Executive Committee of the Faculty Senate
November 30, 1977

Adopted, as corrected, December 9, 1977

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate November 30, 1977

The Faculty Senate will meet Friday, December 9, 1977, at 2:10 p.m., in the Faculty Conference Room, Sixth Floor, Lisner Hall.

AGENDA

1. Call to order

2. Minutes of the regular meeting of November 11, 1977

3. Resolutions:

   (a) A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY WOMEN'S VOLLEYBALL TEAM (77/9), Professor John A. Morgan, Jr., Chairman, Executive Committee of the Faculty Senate (resolution attached)

   (b) A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY SOCCER TEAM (77/10), Professor John A. Morgan, Jr., Chairman, Executive Committee of the Faculty Senate (resolution attached)

4. Brief Statements

5. Adjournment

Robert Gebhardtsbauer
Secretary

A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY SOCCER TEAM (77/10)

WHEREAS, The George Washington University Soccer Team recently completed a highly successful season; and

WHEREAS, the soccer players distinguished themselves and their University by receiving a richly deserved invitation to the NCAA Soccer Tournament; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate offers its congratulations and best wishes for the future to the players, to Coach Georges Edeline, and to Assistant Coach Eddie Bannourah.

Executive Committee of the Faculty Senate
November 30, 1977

Adopted December 9, 1977

A Resolution Respecting Faculty Tenure 77/11 (with report)

Whereas, the institution of tenure is beneficial both to the university and to individual faculty members; and

Whereas, a highly tenured faculty poses the problems of potential academic and economic inflexibility; and

Whereas, a number of steps already have been taken by the administration and the Faculty Senate to exercise some control over the tenure situation; now, therefore

Be It Resolved by the Faculty Senate of The George Washington University

(a) that colleges and schools in cooperation with the departments therein be requested to take steps to assure that in the future the regular service faculty (tenured and tenure track) be less than 100% of the full-time teaching faculty (i.e. regular service and limited service full-time teaching faculty). Percentages for each department are to be developed by the special advisory committees in the schools and colleges (except the Medical School) in cooperation with the departments therein.

(b) that the Administration be requested to study the implications for both individual faculty members and the institution of making early, partial retirement an option.

January 11, 1978
Appointment, Salary and Promotion Policies Committee

Adopted January 27, 1978

REPORT ON TENURE

The Appointment, Salary and Promotion Policy Committee is one of four committees of the Faculty Senate[1] asked in 1975 to study the question of faculty tenure at the University. Each committee was instructed to address the issue within the context of its own perspective and responsibilities. No one committee was invited to make recommendations respecting all of the matters that relate to tenure. Mindful of the limited nature of its mandate the ASPP Committee has restricted its recommendations to matters within its prerogative. This report sets out generally the information the Committee considered in framing the resolutions which it hopes the Faculty Senate will adopt.

The question of faculty tenure at G.W.U. is many-faceted. The regular service[2] faculty in all the schools and colleges (excluding the Medical School faculty) is becoming highly tenured. Chart 1 reveals that not only are 94% of the full professors tenured, as would be expected, but also, rather surprisingly, are 26% of the assistant professors. Moreover, some departments are already 100% tenured with many others moving in that direction.[3] Indeed, the University seems headed towards an increase in the percentage of tenured faculty. Projected retirements, based on the current practice of retiring at age 65, for the period June 30, 1977 through July 1, 1982, are twenty-seven, while the projected tenure decisions due July 1 of each of those successive years are fifty-one (see chart 2). Moreover, the difference between the number of projected retirements and projected tenure decisions may be exacerbated by a congressional bill, which would change the mandatory age of retirement from 65 to 70. The potential impact of this proposed law is two-fold: (1) it would close potential teaching positions for five more years; and (2) it would extend for five more years the financial obligation of universities to faculty members who are at the highest salary level in their careers.

Changing enrollment patterns also have an impact on faculty tenure. Certain courses and disciplines, which, in the past, drew a large student enrollment have recently suffered a decline while others have increased their enrollment. For example, in Columbian College, the departments with the largest number of student-credit hours taught in Fall 1977 are: (1) Economics with 7,959 student credit-hours; (2) Political Science

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[1] The other three are: Fiscal Planning and Budgeting; Professional Ethics and Academic Freedom; and Administrative Affairs As They Affect the Faculty.

[2] The terms "regular service" faculty and "limited service" faculty are used according to the definition in the Faculty Code, pp. 3-4. Thus, "regular service" denotes tenured and tenure-track faculty; "limited service" includes both full-time and part-time faculty not on the tenure track.

[3] Among fully tenured departments in Columbian College, for example, are: American Studies, Geology, and Mathematics. Among departments which are fully tenured save for one person are: History, Physics, and Religion. This information and all numerical data have been supplied by the Office of the Provost.

REPORT ON TENURE

The Appointment, Salary and Promotion Policy Committee is one of three committees of the Faculty Senate, which in 1973 is study the question of faculty tenure at the University. Much consideration was concerned a different the issue within the context of its own responsibilities and responsibilities. No one committee was charged to make recommendations on the merits of the matter that relate to tenure. Minutes of the time of its meeting the APSP Committee has restricted its recommendations within its prerogative. This report sets out generally the information the Committee considered in reaching the conclusions which it hopes the Faculty Senate will accept.

The question of faculty tenure as [illegible] academic [illegible] faculty to all one action a and achieves resolution by [illegible] school faculties is because fiscally important. Since I reveals [illegible] only are 94% of the full professors tenured, as would be [illegible] of the matter adequately, are 39% of the associate professors. [illegible] department are already. Of [illegible] and with many with a [illegible] direction.[1] Thus, the University has a heated concern on [illegible] the percentage of tenured faculty. Projected [illegible], based on the current practice of retiring at age 65, for the period June 30, 1974 through July 1, 1982, are [illegible], while the projected [illegible] on July 1 of each of those [illegible] are [illegible] (see chart [illegible]). However, the difference between the [illegible] projected tenure deficiency may be exceptional [illegible] would change the [illegible] of this proposed law is [illegible]. It would close [illegible] ten [illegible] for five [illegible] and for five [illegible] years the [illegible] application of [illegible] to faculty members who are at the highest salary [illegible] tenure.

Changing enrollment patterns also have an impact on tenure. Demand [illegible] certain courses and disciplines, which, in the past, [illegible] have reduced a decline while others have increased their enrollments. For example, in Columbia College, the [illegible] with its largest number of student credit hours taught in fall 1972 are [illegible] consistent with 4,959 student credit-hours, (2) Physical Sciences

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[1] The other three are: Fiscal Planning and Budgeting; Professional Services and Academic Freedom; and Administrative Affairs as Chair Arthur [illegible] Fannin.

[2] The terms "regular service" faculty and "[illegible]" are used according to the definition in the Faculty [illegible]. "Regular service" denotes tenured and tenure-track faculty. "Limited service" includes both full-time and part-time faculty [illegible] the tenure track.

[3] Among fully tenured department in Columbia College, the English, Art, American Studies, Geology, and Chemistry [illegible] are fully tenured [illegible] for some period. Most History, Sociology, and Mathematics. This information and all numerical data have been supplied by the Office of the Provost.

with 7,525 student credit-hours; (3) Psychology with 6,260 and (4) English with 6,051. This has not always been the case. Five years ago, in 1972, the departments with the largest number of student credit hours taught were: (1) Psychology - 7944; (2) English - 7272; (3) Political Science - 6390 and (4) History - 5177. The School of Education and Human Development experienced a decline from a total of 10,455 student hours taught in 1972 to a total of 9,473 student hours taught in 1977. The School of Government and Business Administration grew from 15850 to 22288. Additional statistics could be presented, but enough data are here to illustrate that the University faces shifts in enrollment patterns which reflect changing student interests. As a result, the demand for faculty personnel already is, and likely will continue to be, uneven. University faculties, moreover, are composed of individuals highly trained not only in specific disciplines, but in sub-disciplines, making faculty skills not readily transferrable. A highly tenured faculty may pose a difficulty in assuring a curriculum responsive to new methodologies and changing student interests.

Changing student interests may also reflect changes in national demographic trends, namely the decline in the number of persons in the eighteen to twenty-two year old age bracket, the group traditionally known as "college age." Such a development implies the possibility of a levelling-off or decline in student enrollments. As has often been observed, higher education is no longer a growth industry as it was a decade ago.

Already the University has achieved some fiscal and curricular flexibility by employing both full-time and part-time limited service faculty. In 1976 about a third of the total student credit hours taught at G.W. were taught by limited service faculty, of whom about 6% were full-time and about 26% part-time. Chart 3 shows that the percentage varies among the several schools and colleges. The Faculty Code (p. 6) reads: "All appointments to limited service active status ... shall be for a specified period of a year or less." The Code provides that such appointments may be renewed an unlimited number of times. It seems likely that flexibility will be increasingly sought through the hiring of limited service faculty. It is clear that under the present Code such faculty enjoy little job security.

These interrelated matters - a highly tenured faculty, a possible change in the mandatory age of retirement, a possible levelling-off or decline in enrollments - have implications for G.W.U. beyond the central issue of faculty tenure. For example, they may make more difficult the successful implementation of the University's Affirmative Action plan. For the past several years the University has been under pressure from the Federal government to implement an Affirmative Action plan for hiring women and minorities. In response G.W.U. adopted and is carrying out a policy of Affirmative Action. Although change has occurred, the present regular service faculty appears to be still overwhelmingly male and white. The factors mentioned above may threaten further progress.

Other considerations related to the question of faculty tenure and widely discussed in the literature[1] on tenure were reviewed by the Committee and should be noticed. Sometimes departments hire faculty on a tenure-track basis to teach courses or develop programs without first testing

1. For example, A.A.U.P., A Report and Recommendations by the Commission on Academic Tenure in Higher Education (Washington, D.C., 1973), and Bardwell L. Smith and Associates, The Tenure Debate (Washington, D.C., 1973)

the viability of said courses and programs. If student interest fails to materialize or quickly evaporates, the departments are saddled with faculty members whose course offerings are under-enrolled. Sometimes departments hire, promote, and award tenure status to faculty members without scrupulous attention to established criteria and to the long-term development of the curriculum and the financial integrity of the institution. Further, it sometimes happens that some tenured faculty members do not fulfill the criteria for the rank they occupy. It is possible that these general points may apply to G.W.U.

In sum, it is clear that the question of faculty tenure at the University is a complicated issue, touching not only the conditions of employment of some members of the faculty, but also the development of the curriculum, the policies by which faculty are hired, promoted, and awarded tenure, the matter of retirement, the issue of affirmative action, and the fiscal responsibilities of the University.

The ASPP Committee considered with some care the value of tenure. The Committee came to the conclusion that tenure status has decided advantages for both the individual faculty member and the university. For the individual faculty member tenure assures academic freedom, providing protection from arbitrary, capricious, and vindictive treatment of a faculty member because of views or behavior irrelevant to job performance. The arguments that justified the acdeptance of tenure three decades ago are still valid today. Moreover, the job security that tenure offers the individual faculty member does not seem unjustifiable, in view of the lengthy professional preparation required of academic personnel and the high personal visibility associated with their role in the academic world. Moreover, professors are not alone among employees in the United States who enjoy job protection. It has been said that the employment of about twenty-five percent of the work force in our society is secured by a form of tenure de jure or de facto.

As for the University, it may profit, the Committee believes, from the benefits a faculty member and a faculty as a whole may contribute, because of tenure. Among these benefits are a long-term interest and involvement in the orderly development of the curriculum and other aspects of the intellectual life of the university. The award of tenure is, ideally, made to persons who have demonstrated excellence, achievement, and potential for on-going contributions to their discipline. Further, the committee feels that the professional security provided by tenure may promote on-going high quality in the art of teaching. Tenure status, we believe, should not necessarily be equated with rigidity, declining vigor or the inability to respond to changing demands. Still further, students personally may benefit from a tenured faculty. Long-term continuity such as tenure provides is reflected in the concern for and guidance of successive generations of students. Furthermore, tenured faculty will probably be more articulate and active in the forms of collegial governance which are properly undertaken by faculty members. In summary, a concern for the University's well-being is more likely to arise from a long-term professional and personal commitment to the university than from a brief or insecure relationship. The comittee believes that tenure status benefits both the individual faculty member and the university, that it confers recognition and privileges and demands commensurate responsibilities.

Some steps towards rationalization of faculty tenure have been put in motion by the administration and by the Faculty Senate. On January 25, 1977, the administration announced an "interim measure"; that "except in very exceptional cases," no recommendations for the award of tenure status will be approved before the tenure decision is required by the Faculty Code. Further, the administration asked the faculty to come forward with suggestions about tenure. Finally, in August 1977 the Provost for Academic Affairs offered certain predictions for the future and set out certain criteria for granting tenure or appointing new faculty to tenure track positions. Among those criteria were: 1) a visible demand for specific programs by qualified students; and 2) demonstrated ability of a faculty member to attract external research and training funds.

As for the Faculty Senate, the Committee on Administrative Matters as They Affect the Faculty introduced on November 12, 1976 Senate Resolution 76/6 "A Resolution Concerning Faculty, Retention, Tenure, and Promotion Recommendations," which, after lengthy discussion by the Senate, was remanded to the Committee. In May 1977 two other resolutions indirectly related to the issue were proposed by the Fiscal Planning and Budget Committee. One, S.R. 77/5 "A Resolution to Promote Faculty Productivity" was returned to the Committee. Re-introduced in November 1977 this resolution was sent to the Executive Committee. The other resolution from the FPB Committee, S.R. 77/6 "A Resolution to Place Certain Restriction on the Awarding of Tenure Status," was adopted, as amended by the Senate, the title reading "A Resolution to Place Certain Restrictions on the Number of Faculty Positions." In effect, this resolution provides, among other things, that the President of the University, with the advice of the FPB Committee, shall set limits on the number of regular service faculty appointments in each school or college, such limits to be reached by the 1980-81 academic year. These limits, it should be noted, do not affect the number of limited service faculty. The resolution further provides for the election by each school or college of a special committee to advise the appropriate dean of a plan to achieve the limits on the number of regular service faculty set by the President in consultation with the FPB Committee. The limits to be set are not to be less than the number of regular service faculty then serving reduced by the number of retirements or terminations. The specific number of regular service faculty which the various schools and colleges are to reach by July 1, 1981 has already been calculated and the advisory committees have been elected in at least some of the schools and colleges.

Earlier Senate Resolutions - 69/12 and 70/10 - addressed the matters of procedures and criteria respecting academic tenure and promotion in academic rank. Senate Resolution 74/7 concerned the duplication of courses within the University and called for the creation of committees to monitor the proliferation of courses and to arbitrate alleged cases of supernumerary course offerings. Clearly some steps have already been taken, or are in progress.

The ASPP Committee has shaped its resolutions within the framework the above steps have established. Notwithstanding the general value of tenure, the Committee believes that a 100% or nearly 100% tenured faculty is disadvantageous to the future academic and fiscal health of the University. The Committee concluded that the faculty and the administration should take further steps to adjust the University's present practices with the aim of creating a less highly tenured faculty and of assuring a greater degree of job security for limited service full-time faculty. We assume that several steps and a number of years will be necessary for these goals to be attained.

Accordingly we propose: that colleges and schools in cooperation with the departments therein be requested to take steps to assure that in the future the regular service faculty (tenured and tenure track) shall be less than 100% of the full-time teaching faculty (including full-time limited service teaching faculty), with numerical goals for each department to be developed by the special advisory committees within the schools and colleges in cooperation with the departments therein.

Comment:

We suggest that each department immediately project the number of regular service faculty slots and limited service full-time teaching faculty slots for 1980-81, 1985-86, and 1990-91. We recommend that the projections for regular service faculty and limited service full-time teaching faculty be based on (1) preserving the academic integrity of the discipline so that new methodologies and fresh areas of inquiry are incorporated, (2) responding to demonstrated and responsible student interest, and (3) past enrollments. We suggest that the special advisory committees in each school and college take into account these projections in advising their respective deans on the allocation of regular service faculty slots among the departments.

We propose: that the Administration be requested to study the implications for both individual faculty members and the institution of making early, partial retirement an option.

Comment: Under this option, the responsibilities and thus the salary of the faculty member would be reduced starting at age 62 and on to age 70. The potential advantages to the individual faculty member are release of time for research, writing, or leisure while keeping in contact with his or her professional activities and colleagues. The potential advantages to the university are some savings in salary and the opening of teaching slots.

We propose: that the Administration be requested to study the feasibility of offering renewable three year contracts for limited service full-time teaching faculty.

Comment: This proposal provides some security to the faculty member and flexibility to the department, school and college. A limited service faculty member may be transferred to regular faculty status.

We hope the Faculty Senate will approve our proposed resolutions as additional measures to those already taken. Together these recommendations, we think, hold promise of enabling the University collectively to deal effectively with a problem of unparalleled importance.

Subcommittee on Tenure
Professors Ruth Bari
Arthur Kirsch*
Nicholas Kyriakopoulos
Anthony Mastro
Martha Rashid
Lois G. Schwoerer, Chairman, ASPP

ASPP Committee:

Professors Abravanel, Dirkse, Goldfarb, Katterjohn, Koering, Levy, Moore, Packer, Shane, Rashid; and Dr. Harold Bright, Provost, ex officio

*Professor Kirsch resigned from the ASPP Committee in September, but was a sometime member of the Tenure Subcommittee.

January 11, 1978

Chart 1

THE GEORGE WASHINGTON UNIVERSITY

Tenure Status of Faculty by School
(Excluding Medical Center)

1976-77

	Professors		Associate Professors		Assistant Professors		Instructors	
	#	%Tenured	#	%Tenured	#	%Tenured	#	%Tenured
Columbian College	92	100	69	94	77	29	3	0
Education	19	100	15	80	9	33	3	0
Engineering and Applied Sciences	26	81	17	41	3	0	-	-
Government & Business Administration	22	86	22	77	13	8	3	0
Graduate School of Arts & Sciences	*	*	-	-	*	*	-	-
Law	31	97	-	-	-	-	1	0
Public & International Affairs	7	86	5	80	3	67	-	-
TOTAL	198	94%	128	82%	107	26%	11	0%

* N too small to list separately

A Resolution Respecting Limited Service Active Status Faculty Appointments 77/12

with Report
See Res. 77/11

Whereas, it is desirable to provide a greater measure of job security for limited service full-time teaching faculty than presently exists; now, therefore

Be It Resolved by the Faculty Senate of The George Washington University

That the Administration be requested to study the implications ~~feasibility~~ of offering renewable ~~three-year~~ contracts of one year or more for limited service full-time teaching faculty.

January 11, 1978
Appointment, Salary and Promotion Policies Committee

Adopted, as amended, January 27, 1978

ASSUMPTIONS AND CRITERIA FOR FACULTY RESOURCE PLANNING

1977-78 through 1980-81

Introduction

Faculty resources are the most valuable and the most expensive asset which the University possesses. They are also the most difficult to rearrange (as the need occurs) over a short span of time because of the contractual obligations and inherent inflexibility which the concept of tenure imposes.

All indications are that the kinds of students who will enter the University and the types of programs for which they will register are changing. If the University is to grow academically (qualitatively) and at the same time maintain a sound financial base, these changes and the opportunities which they offer, must be recognized and taken into account in planning faculty resources for the next several years.

Assumptions for planning purposes

The following assumptions are now being used as guidelines for planning purposes:

1. Graduate Students -- There will be an annual increase in graduate students of approximately 5% through the Fall of 1980 in all schools except the School of Education, where there will be a decrease of 15% over the four year period.

2. There will be an average increase in undergraduate students at the rates indicated in:

   a. Engineering and Applied Sciences 8%
   b. Government and Business Administration 5%

3. There will be a decrease in full-time undergraduate students in Arts and Sciences (including SPIA) of approximately 6% over the four year period (1.5% per year) reflected primarily in the entering freshman class.

4. Undergraduate students in the School of Education will decrease by 30% over the four year period and become an insignificant factor for future planning.

5. Enrollment in the Law School will remain constant.

6. There will be a general increase in international students individually and in special groups.

7. The normal retirement age will continue to be age 65.

Criteria for granting tenure or appointing new faculty to tenure track positions

Through June 1981 there are a number of scheduled retirements and tenure decisions to be made. Recommendations (and decisions) to replace retirees, grant tenure or to fill vacant positions resulting from terminations must be made within the framework of the stated assumptions as well as academic program objectives and/or priorities. Such program objectives and/or priorities need to be considered against criteria such as:

1. A visible demand for specific programs by qualified students.

2. Demonstrated ability of a faculty member to attract external research and training funds.

3. Demonstrated activity by a department (its faculty) to offer desirable academic and/or research programs which will attract new qualified students.

4. Willingness of a department (its faculty) to offer sufficient courses in the evening so that students may complete degree requirements outside of normal working hours.

August 1977

TENURE DECISIONS BY YEAR

Chart 2

	Effective Year of Tenure if Granted						
	1977	1978	1979	1980	1981	1982	1983
Education	1	1	1	4		2	
Engineering		5	3	4		2	
Government & Business Administration	3	1	3	3	2	6	1
Graduate Arts & Sciences						2	
Public & International Affairs				1			
National Law School			1			2	

COLUMBIAN COLLEGE
RETIREMENTS AND TENURE DECISIONS - BY DIVISION
June 30, 1977 through July 1, 1982

	Retirements June 30	Tenure Decisions Due July 1
1977		
Humanities	6	6
Physical Sciences	4	
Social Sciences	1	3
1978		
Humanities	2	4
Mathematical Sciences	1	
Physical Sciences	1	
Social Sciences	1	5
1979		
Humanities		2
Mathematical Sciences		1
Social Sciences		4
1980		
Humanities	2	6
Physical Sciences	1	1
Social Sciences	2	5
1981		
Humanities	1	2
Physical Sciences		2
Social Sciences	2	4
1982		
Humanities		2
Mathematical Sciences	1	
Social Sciences	2	4
	27	51

Student Credit Hours Taught at G.W.U. (except Medical School) -- Fall 1976

Chart 3

	Tenure Track		Limited Service			
	Tenured	Not Tenured	Full-Time	Part-Time	Unknown	TOTAL
Columbian College	35444 (50%)	12247 (17.3%)	3795 (5.4)	18523 (26.1%)	830 (1.2%)	70839
Education	4549 (53.6%)	1688 (19.9%)	685 (8.1%)	1562 (18.4%)	6 (0)	8490
SEAS	3031 (28.7%)	1558 (14.7)	576 (5.4%)	5357 (50.6%)	59 (.6)	10581
SGBA	8736 (44.8%)	5239 (26.9%)	1932 (9.9%)	3471 (17.8%)	117 (.6)	19495
SPIA	235 (66.8)	0 (0)	0 (0)	117 (33.2%)	0 (0)	352
DEP	220 (22.9%)	357 (37.1)	102 (10.6%)	282 (29.4%)	0 (0)	961
GSAS	102 (7.2%)	240 (16.9%)	91 (6.4)	792 (55.9%)	193 (13.6%)	1418
NLC	13280 (73.8%)	315 (1.7%)	645 (3.6%)	3654 (20.3)	103 (.6)	17997
TOTAL	65597 (50.4%)	21644 (16.6%)	7826 (6.0%)	33758 (26.0%)	1308 (1%)	130133

1. Of total student credit hours, i.e., 130,133, taught in all schools and colleges (except Medical School), 50.4% are taught by presently tenured faculty. 16.6% are taught by tenured track faculty. Thus 2/3 are taught by presently tenured or tenured track faculty.

2. 6% are taught by full-time limited service faculty. 26% are taught by part-time limited service faculty. (1% unknown) Thus 1/3 are taught by limited service faculty.

University is, in part, achieving flexibility in curriculum through its part-time limited service faculty.

A RESOLUTION OF APPRECIATION (77/13)

WHEREAS, John A. Morgan, Jr., has earned and held the gratitude and respect of all parts of The George Washington University community; and

WHEREAS, his term of service on the Executive Committee of the Faculty Senate has reached its statutory limit; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of his contributions to The George Washington University during fourteen years of service to his students and colleagues as Assistant Professor, Associate Professor, and Professor of Political Science and Public Affairs in the Columbian College;

In recognition of his dedication to the use of sweet reason in resolving problems of this academic community;

Especially in recognition of his faithful service for nine years on the Faculty Senate, five years on the Senate's Executive Committee, and three years as Chairman of the Executive Committee;

Upon the occasion of his leaving the Faculty Senate, which we hope will be for a brief period only,

THE FACULTY SENATE

OF

THE GEORGE WASHINGTON UNIVERSITY

CITES

PROFESSOR JOHN A. MORGAN, JR.

FOR

DISTINGUISHED SERVICE

Lloyd H. Elliott
President

February 10, 1978
Adopted February 10, 1978